



FINAL EXAMINATION

COURSE : ORGANIZATIONAL BEHAVIOR

COURSE CODE : POB2113

DURATION : 02 HOURS

INSTRUCTIONS TO CANDIDATES:

1. This question paper consists of **THREE (3)** parts : PART A (10 questions)
: PART B (20 questions)
: PART C (01 question)
2. Answer ALL questions from PART A, PART B and PART C.
 - i. Answer PART A in the True False Answer Sheet
 - ii. Answer PART B in the Objective Answer Sheet.
 - iii. Answer PART C in the Answer Booklet provided.
3. Please check to make sure that this examination pack consists of:
 - i. The Question Paper
 - ii. An Answer Booklet
4. Do not bring any material into the examination hall unless permission is given by the invigilator.
5. Please write your answer using a ball-point pen.

MYKAD NO : _____

ID. NO. : _____

LECTURER : _____

SECTION : _____

DO NOT OPEN THIS QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO

The question paper consists of 08 printed pages

MAR2024/A/POB2113

PART A: TRUE/FALSE

Indicate whether the statement is true or false.

1. **(1 point)**
Organizational culture is a system of shared meaning held by specific groups within an organization.
2. **(1 point)**
Collaboration or team orientation refers to the degree to which work activities are organized around teams rather than individuals.
3. **(1 point)**
Organizations do not necessarily recruit and retain employees who share similar thoughts and feelings.
4. **(1 point)**
Detail orientation refers to the degree to which employees are expected to exhibit precision, analysis, and attention to detail.
5. **(1 point)**
"The Hierarchy" is a type of organizational culture based on achievement.
6. **(1 point)**
Conflict is initiated when one party perceives a negative impact on something it values, marking the point where interaction transitions into disagreement.
7. **(1 point)**
The final step in the negotiation process is preparation and planning.
8. **(1 point)**
Unresolved conflicts within a team or organization can negatively impact morale and trust among them.
9. **(1 point)**
An arbitrator is a neutral third party who facilitates a negotiated solution by using reasoning and persuasion, suggesting alternatives, and the like.
10. **(1 point)**
Negotiation is a process in which two or more parties exchange goods or services and attempt to agree on the exchange rate for them.

PART B: MULTIPLE CHOICE

1. **(1 point)**

Which characteristic of organizational culture is about encouraging employees to take risks and experiment?

- A. Results/outcome orientation
- B. Detail orientation
- C. Adaptability
- D. Integrity

2. **(1 point)**

Employees at Kolej Poly-Tech MARA have a strong organizational culture and are deeply committed to working together, being innovative, and providing great service.

Which of the following is a key indicator of a strong organizational culture?

- A. Intensely held and widely shared core values with high commitment.
- B. High variability in opinions about the organization's mission.
- C. Widely shared core values with low commitment.
- D. Low acceptance of core values.

3. **(1 point)**

Which of the following represent the repetitive sequences of activities that express and reinforce the key values of the organization?

- A. Language
- B. Stories
- C. Rituals
- D. Symbols

4. **(1 point)**

Which process that enables new employees to acquire the social knowledge and necessary skills in order to adapt to the organization's culture?

- A. Recruitment
- B. Selection
- C. Training
- D. Socialization

5. **(1 point)**
Which type of organizational culture is based on human affiliation?
- A. The Clan
 - B. The Adhocracy
 - C. The Market
 - D. The Hierarchy
6. **(1 point)**
What is the role of the top managers in the organization's culture?
- A. They mainly concentrate on individual performance
 - B. They have a small influence on the organization's culture.
 - C. They don't play a significant role in forming organizational norms.
 - D. They establish norms related to risk-taking, employee freedom and expected behavior.
7. **(1 point)**
Which stage in socialization process requires that a new employee changes and adjusts to the job, work group, and organization?
- A. Maturity
 - B. Prearrival
 - C. Encounter
 - D. Metamorphosis
8. **(1 point)**
How the employees can learn culture through material symbols?
- A. Organizational history
 - B. Communication channels
 - C. Work rituals and traditions
 - D. The elegance of furniture
9. **(1 point)**
Which of the following is **NOT** the way to keep a culture alive in the organization?
- A. Selection process
 - B. Democracy methods
 - C. Socialization methods
 - D. The action of top management

10. **(1 point)**
Employees learn culture through all the following **EXCEPT** _____.
- A. rituals
 - B. stories
 - C. language
 - D. experience
11. **(1 point)**
How do task conflicts contribute to increase group performance?
- A. Through heightened emotional conflicts.
 - B. By emphasizing interpersonal relationships.
 - C. Teams with low openness and emotional stability benefit from it.
 - D. By teams with high openness and emotional stability effectively managing it.
12. **(1 point)**
Creating a list of concessions to be placed on the bargaining table facilitates a strategic approach to achieve a mutually beneficial agreement between both parties.
- Which step in the negotiation process accurately describes the following statement?
- A. Preparation and planning
 - B. Definition of ground rules
 - C. Clarification and justification
 - D. Closure and implementation
13. **(1 point)**
Which statement is **TRUE** to describe a conciliator?
- A. A neutral third party who facilitates a negotiated solution by using reasoning and persuasion, suggesting alternatives, and the like.
 - B. A trusted third party who provides an informal communication link between the negotiator and the negotiation partner.
 - C. A third party with the authority to dictate an agreement.
 - D. A professional who provides expert advice and guidance in improving businesses performance.

14. **(1 point)**
When you have exchanged initial positions, you and the other party will explain, amplify, clarify, bolster, and justify your original demands. This statement is referring to the _____ stage in the negotiation process.
- A. first
 - B. second
 - C. third
 - D. last
15. **(1 point)**
Which of the following stage refers to the potential for opposition or incompatibility to become actualized?
- A. Stage V: Outcomes
 - B. Stage II: Cognition and Personalization.
 - C. Stage III: Intentions.
 - D. Stage IV: Behavior.
16. **(1 point)**
What does behavior, the fourth stage in the conflict process involve?
- A. It is the stage where intentions are formulated
 - B. It involves covert attempts to implement intentions.
 - C. It primarily deals with internal thoughts and feelings.
 - D. It is where conflicts become visible through statements, actions, and reactions.
17. **(1 point)**
Which stage in negotiation process that formalizing the agreement and developing procedures necessary for implementing and monitoring it?
- A. Preparation and planning
 - B. Closure and implementation
 - C. Clarification and justification
 - D. Bargaining and problem solving
18. **(1 point)**
When an employee has negative emotional interaction with other people, he/she involved in _____ conflict.
- A. task
 - B. roles
 - C. process
 - D. relationship

19. **(1 point)**

Which of the following is **NOT** a third-party negotiation role?

- A. Mediator
- B. Arbitrator
- C. Consultant
- D. Conciliator

20. **(1 point)**

Which of the following represents the five stages of the conflict process in the right sequence?

- A. Potential opposition or incompatibility, intentions, cognition and personalization, behavior, outcomes
- B. Cognition and personalization, potential opposition or compatibility, outcomes, intentions, behavior
- C. Behavior, potential opposition or incompatibility, cognition and personalization, intentions, outcomes
- D. Potential opposition or incompatibility, cognition and personalization, intentions, behavior, outcomes

PART C: ESSAY

1. (20 points)

Harryson Corporation, a mid-sized player in the manufacturing sector, has decided to integrate a cutting-edge enterprise resource planning (ERP) system with the goal of optimizing operations, enhancing efficiency, and maintaining competitiveness in the market. The leadership team is confident that this new technology will result in substantial improvements in processes.

However, they are currently encountering resistance from several employees, and concerns about the learning curve associated with the new technology appear to be the primary source of this reluctance. The leadership team at Harryson Corporation recognizes the importance of offering support to employees facing challenges with the changes. They are actively implementing strategies to facilitate a smooth transition during this period of transformation.

- a. Despite new technology's learning curve, discover other **FIVE (5)** possible reasons why individual employees might resist the change. (10 points)
- b. Interpret any **FIVE (5)** strategies that Harryson Corporation can implement to overcome employee resistance to change? (10 points)

END OF QUESTION PAPER